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# CASTILLO DE SAN MARCOS





NATIONAL MONUMENT/FLORIDA

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# interpretive plan

CASTILLO DE SAN MARCOS NATIONAL MONUMENT



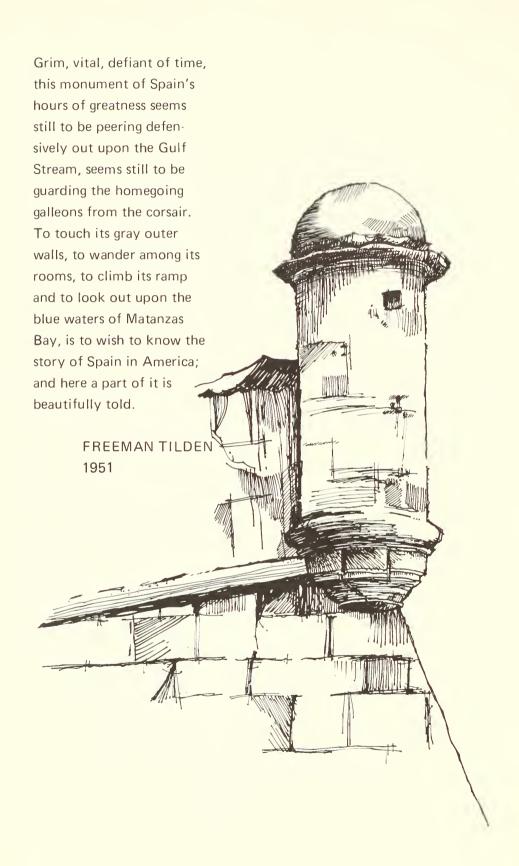
CASTILLO DE SAN MARCOS NATIONAL MONUMENT 1 SOUTH CASTILLO DRIVE ST AUGUSTINE, FLORIDA 32084-3699

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#### INTRODUCTION

Castillo de San Marcos in St. Augustine, Florida — the oldest masonry fortification within the continental United States and a symbol of Spain's early colonization of this part of our country — was set aside for preservation in 1924 and included as a historical area of the National Park System in 1935.

The recently revised draft master plan for Castillo de San Marcos identifies current management concerns and establishes a framework for continuing preservation and visitor use of the national monument. As a continuation of this planning effort, this interpretive plan addresses the master plan proposals of expanding interpretive programs, facilities, and media, cooperating with other organizations to integrate the story of the Castillo into the larger context of colonization of the southeastern United States, and providing off-site interpretive programs for use by educational, civic, and other groups.

### STATEMENT OF HISTORICAL SIGNIFICANCE

The Castillo de San Marcos is the oldest masonry fortification within the continental United States, and it is the best preserved, clearly illustrating the development of European military architecture and its transplantation and adaptation to the New World.

The Castillo is also the symbol of the 235-year presence of Spain in today's southeastern United States. Spain's settlement of Florida confirmed and strengthened her title to this section of the Spanish colonial empire, and continuous occupation denied the use of Florida's east coast as the site of hostile bases in the European rivalry for the vital intercontinental seaway.

The Anglo-Spanish struggle for the Southeast opened with an English settlement (Charleston) on Spanish-claimed land, and hastened Spain's decision to replace the wooden fort at St. Augustine in order to contain English expansion, for the intensity of the contest was bound to increase. Thus Spain constructed the masonry fortification — the Castillo de San Marcos — which indeed played a major part in delaying the advent of English supremacy in the Southeast. The Castillo survives, reminding us of Spain's contribution to the settlement of the continental United States.

# THE STORY TO BE TOLD

Castillo de San Marcos is a surviving monument to European military architecture within the present limits of the United States, and the embodiment of the historical role of Spanish St. Augustine. Intricate, small in comparison with the fortifications bordering the vital Caribbean Sea and the Gulf of Mexico, its conspicuous bulk nonetheless dominates the environment of Matanzas Bay and Colonial St. Augustine today, precisely as it did when guns lined the parapets and commanded every approach.

But there is more to the Castillo than testimony of Spanish presence or vanishing architectural form. In the shadows of its coquina walls rests the story of a remote *presidio* (a garrison town) at the northernmost rim of the Caribbean Sea. That story tells of the beginning of permanent European settlement on land now contained within the United States. Although Spanish interest in the eastern North American continent never extended beyond the latitude of today's Cape Henry (Virginia), and in fact can be said

to have been limited to the latitude of Edisto Island (South Carolina), the Castillo and the city founded in response to its establishment were the first successful settlements by Europeans in the New World.

A number of motives influenced St. Augustine's founding. The search for economic opportunity was one. The founder contracted with the Crown to finance the settlement at his own expense, as was customary, in exchange for economic and financial advantages granted to him and his followers. The enterprise also assumed a religious aspect because the Pope, renouncing ecclesiastical titles to the Crown, made Spain responsible for converting the Indians in her new settlements. A third dimension — international power rivalry — was added in the Crown's reactions to the establishment of French Fort Caroline, providing troops in the Crown's pay to remove them.

With the destruction of the French, St. Augustine and its earlier wooden fortifications began upholding Spanish dominion over Florida and thereby protected the intercontinental route of commerce and communication from Caribbean and Mexican gulf ports to Spain. Not until Anglo-Spanish rivalry in the Southeast developed, did masonry Castillo de San Marcos replace successive temporary forts.

St. Augustine had become a city separate from the fortification. But with the death of the founder and the inability of his heirs to fulfill the contract with the Crown, the city stopped developing as a typical Spanish-American municipality. The soldiers, civilian artisans, and farmers dependent upon the founder either left or entered into the Crown's pay. Thus St. Augustine became a military post with the governor holding both civil and military jurisdiction. The pay of an authorized troop strength, which included both soldiers and missionaries with similar salary, was an important part of the economy. St. Augustine had a municipal council again when the Spanish Constitution of 1812 was in force.

Missionary priests and soldiers, who had jointly achieved control over the land, eventually clashed over church and state jurisdiction. On the eve of English obliteration of the missions, secular authority encroached successfully upon ecclesiastical practices, using Indian welfare as the pretext. The priests revenged themselves by in effect excommunicating a governor. With the missions and the original Indians gone, trade replaced religion as the bond of friendship with immigrant Indians.

The soldier was also the settler, and he had a vested interest in the preservation of St. Augustine. He was allowed to use the land, build houses for his family, and lay out subsistence gardens. The soldier ventured out of the city and established modest cattle ranches in the St. Augustine environs, La Chua, and Apalache. He traded hides with Havana, where he might have family connections. These material interests made him resent the emergency use of entire defense resources for the protection of the Castillo alone, leaving the city open to destruction.

After the founders disappeared, the Spanish-born man became a numerical minority serving alongside his St. Augustine-born descendant and men from Cuba and Mexico. Men from abroad provided new blood to the St. Augustine population and were absorbed by it. The St. Augustinian's father and his wife's father had been soldiers. His sons were or would become soldiers, and his daughters were married to or would marry soldiers. Through kinship and marriage the soldier sought to acquire military rank, social station, and economic resources, and to enter the elite of the military community.

The presence of families and houses and land use gave St. Augustine the character and stability of a city. Once, a proposed rotation of soldiers caused apprehension that liquidation of land and houses of the married men would deprive the *presidio* of its city aspect. The subsequent provision that unmarried men only would be rotated insured the survival of St. Augustine's character.

Labor was required to support St. Augustine's military society. A small artisan class independent from royal service performed tailoring, shoemaking, carpentry, blacksmithing, etc. Indians at first, and later Spanish convicts and black slaves, furnished the labor required for garden cultivation, the cattle industry, and construction of adequate fortifications.

The loss of Florida resulted from events elsewhere. It became British because Spain cared more to get British-held Havana back than to retain St. Augustine. It became American inevitably and permanently when French revolutionary intrigues, Napoleon's invasion of Spain, the Spanish-American wars of independence, and the Crown's absolutist reaction weakened Spain pitifully. The changes of sovereignty were invariably marked by delivery of the Castillo. By mid-18th century, Florida's importance to Spain had passed, judging from remarks by the Secretary of State for the Indies, who when told that Florida would be lost unless aided, said: "Let it be lost; we have

more important things to attend to." Perhaps this realization had dawned earlier and it explains Spain's inadequate financial support of Florida.

Under U.S. administration, Castillo became Fort Marion and occasionally a military prison for Indians. But despite the fact that the Castillo had become obsolete, the structure continued receiving preservative treatment, and eventually was designated as a national monument.

### THEME STATEMENT

Castillo de San Marcos stands as a stellar example of the adaption of European military architecture in the New World, symbolizes the historical role of Spanish St. Augustine, and represents a continuum of operation under several flags, adapting its use to varying conditions for a period of over three centuries

### **SUBTHEMES**

Founding

International power rivalry

Protection of trade route

Upholding Spanish dominion

Search for economic opportunity

Responsibility to convert Indians/change to trade

St. Augustine as a military post

Wooden forts, first 1-9

Castillo (keyed by British settlement of Charleston)

Soldiers in military role

Life in a remote city

Soldiers as settlers

Craftsmen

Laborers

Shifts of sovereignty

The British period

The second Spanish period

City Gate

Cubo Line

The United States period

Military prison

National monument

### MAJOR PLANNING CONSIDERATIONS

#### SITE AND STRUCTURES

The monument is roughly triangular, with the Castillo at the east on Matanzas Bay, surrounded on the other sides by the fort green. A parking area, which accommodates 139 cars and 3 buses, is located in the southeast corner, off Castillo Drive. At the extreme northwest end of the monument is the administration/utility building, which was placed to prevent its intrusion on the historic scene and is fairly well screened by trees and other plantings.

The Castillo, constructed of coquina (a soft whitish limestone formed of broken shells and corals) was completed in 1695 near the site of previous wooden fortifications. Later significant structural additions include a wet moat, enlarged casemates and ravelin, covered way, and the 1842 American water battery. Other historic structures related to the Castillo include:

A reconstructed portion of the 1808 Cubo Line, which was part of the defensive wall system built originally in 1705 to protect the city

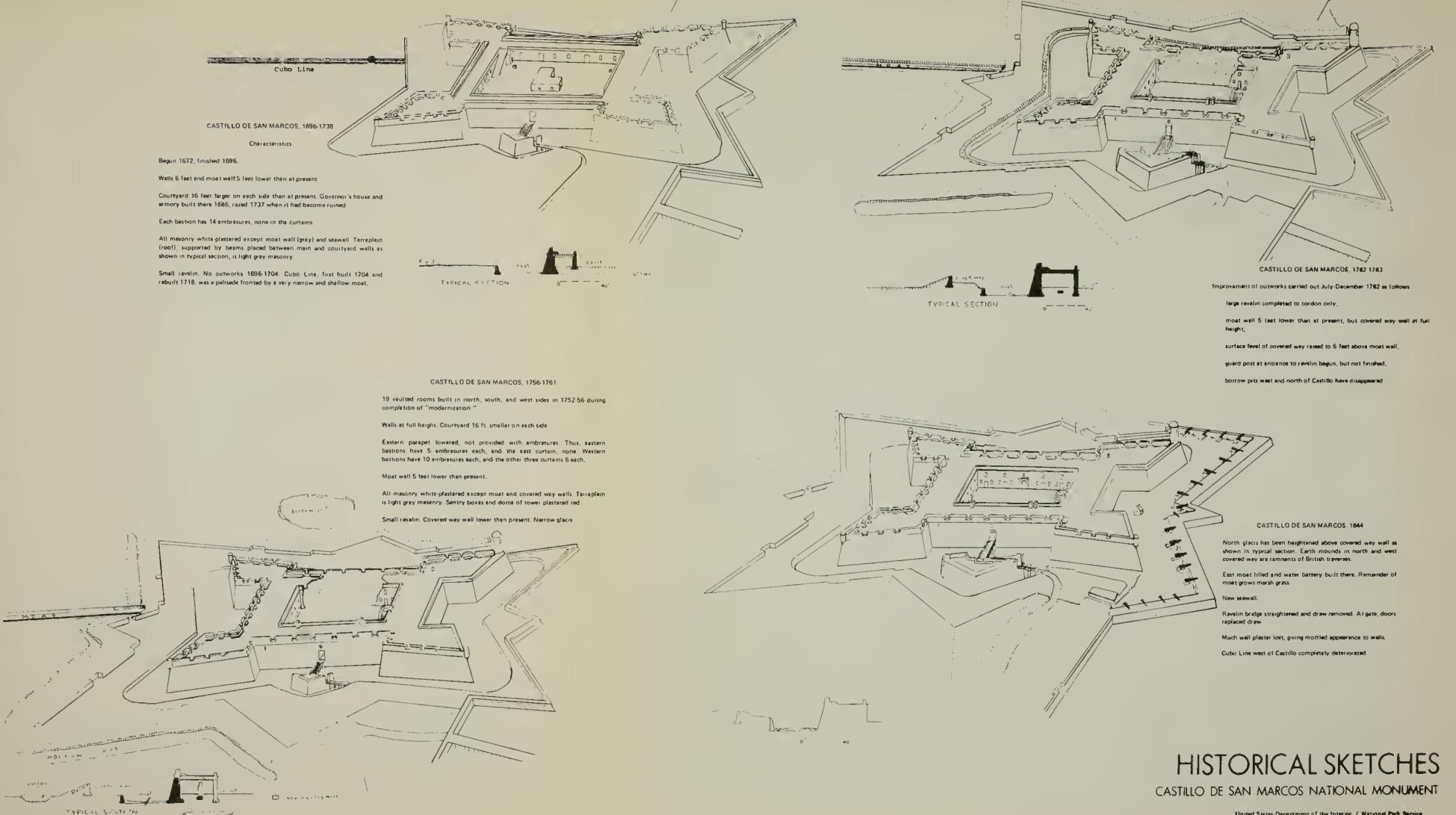
The City Gate, originally built of timber and earth and rebuilt of stone about 1808 on the original site

Remnants of the foundation of the 1793-98 king's smithy at the corner of Castillo Drive and Cuno Street

The spacious Castillo green, which is the site of the English siege trenches of 1702

Site of aboriginal kitchen midden (the Castillo courtyard area)

Site of the 1739 Costa Indian village



Together these resources create an opportunity to interpret the many facets of the history they represent and offer a variety of settings — both inside and outside the fort walls — for different kinds of interpretive experiences.

### PROGRAMS AND FACILITIES

The monument is a day-use area with visitor services centered on historical interpretation, conducted mainly through a guided tour complemented by exhibits. The average visitor stay is about 45 minutes.

Arriving visitors approach the Castillo from the parking area on a walkway through the Castillo green. The approach is lined with informational signs designed to orient visitors to the historic resources and the services and facilities available to them. Although they achieve their intended purpose, the signs are an intrusion on the historic setting and make it difficult for visitors to visualize what the fort looked like during the historic period.

A fee is charged for admission to the Castillo, and a temporary fee-collection/information booth is located by the outer drawbridge. The master plan proposes that this facility be relocated and redesigned. Like the signs, it tends to disrupt perceptions of the historic fort.

Arriving visitors are greeted by a Park Service employee. Visitors may take the guided tour, staff permitting, or they may visit the museum and stroll through the fort and grounds on their own, following self-interpreting devices. A major problem experienced by the park staff is that they are often unable to provide personal services for the ever-increasing numbers of visitors. The proportion of visitors able to take the guided tour is usually about 25 percent. Living-history demonstrations of cannon and musket firing from the terreplein have been highly successful programs and the high point for 41 percent of the fort's visitors.

A mild year-round climate generally allows for a comfortable visit throughout the year. However, summer temperatures can be extremely hot, and winter days can be cold, requiring some flexibility in the interpretive program to provide for days when visitors would rather gather in the casemates than be out in the courtyard or up on the terreplein.

### VISITOR DATA

It has been estimated that 82 percent of Castillo's visitors are from out of state, 14 percent are regional, and 4 percent are from other countries. Family groups comprise 91 percent of park visitors, while 8 percent are

school groups on educational tours. Foreign visitor groups make up about 1 percent.

The past 10 years have shown a generally steady increase in visitation at the Castillo.

#### ANNUAL VISITATION

| 1962 | 416,605  | 1967 | 473,752 | 1972 | 718,148   |
|------|----------|------|---------|------|-----------|
| 1963 | 443,624  | 1968 | 446,292 | 1973 | 699,440   |
| 1964 | 322,370* | 1969 | 462,950 | 1974 | 566,115   |
| 1965 | 469,851  | 1970 | 512,174 | 1975 | 736,419   |
| 1966 | 488,521  | 1971 | 565,125 | 1976 | 780,595** |

<sup>\*</sup>Quadricentennial (construction year: access difficult due to road relocation)

Sundays are typically days of heaviest visitation. During the summer of 1976, for example, visitation on Sundays was as follows:

# DAILY VISITATION

| June |       | July |       | Aug |       | Sept |       |
|------|-------|------|-------|-----|-------|------|-------|
| 6    | 3,337 | 4    | 4,561 | 1   | 4,159 | 5    | 3,431 |
| 13   | 3,811 | 11   | 4,001 | 8   | 4,146 | 12   | 1,666 |
| 20   | 4,015 | 18   | 4,062 | 15  | 4,377 | 19   | 1,399 |
| 27   | 3,702 | 25   | 3,816 | 22  | 3,285 | 26   | 1,202 |
|      |       |      |       | 29  | 2,023 |      |       |

### CAPACITY OF THE CASTILLO

The fort's size is a limiting factor in how many people can be accommodated at the national monument. Observations by the park staff indicate that the fort interior becomes overcrowded and the visitors' experience begins to decline when the number of visitors exceeds 400. Based on a maximum of 400 people inside the fort, the hypothetical daily capacity of the Castillo,

<sup>\*\*</sup>Bicentennial year

assuming an 8-hour day and a 45-minute stay, would be 4,240 visitors, and the annual capacity assuming this daily use would be 1,543,360 visitors. In reality, the number of people visiting the fort does not remain constant, but fluctuates considerably depending upon the season of the year and the time of day. Consequently, even though yearly visitation figures are far below the hypothetical annual capacity of the monument, the number of visitors inside the fort frequently exceeds 400 during the summer, and managers and visitors alike are faced with a congested situation. One of the major goals of the plan for interpretation is to modify the interpretive program so that peak visitation can be accommodated while maintaining a quality experience for all visitors. At some time in the future, it may be necessary to limit visitation to a certain number of people at any one time, but such control is not recommended at present.

### COLONIAL ST. AUGUSTINE

As the nation's oldest city, St. Augustine is the historical center of the Florida region. A popular destination in itself, it is also an en-route stop for many other thousands of tourists visiting the region. Interstate 95, which serves the entire Eastern Seaboard, passes 5 miles west of St. Augustine, and both U.S. 1 and Florida A1A — the scenic coastal route — pass through the city. This highly attractive and accessible setting encourages visitation to the national monument.

The Historic Saint Augustine Preservation Board (a state agency) operates a historical village museum — San Agustin Antiquo. The Board has acquired, restored, and reconstructed the following properties, which are used for general exhibition and for the manufacture, exhibit, and sale of crafts of the colonial period, and which are also rented out for contemporary adaptive use:

Gallegos House Spanish Military Hospital (Circa 1800)

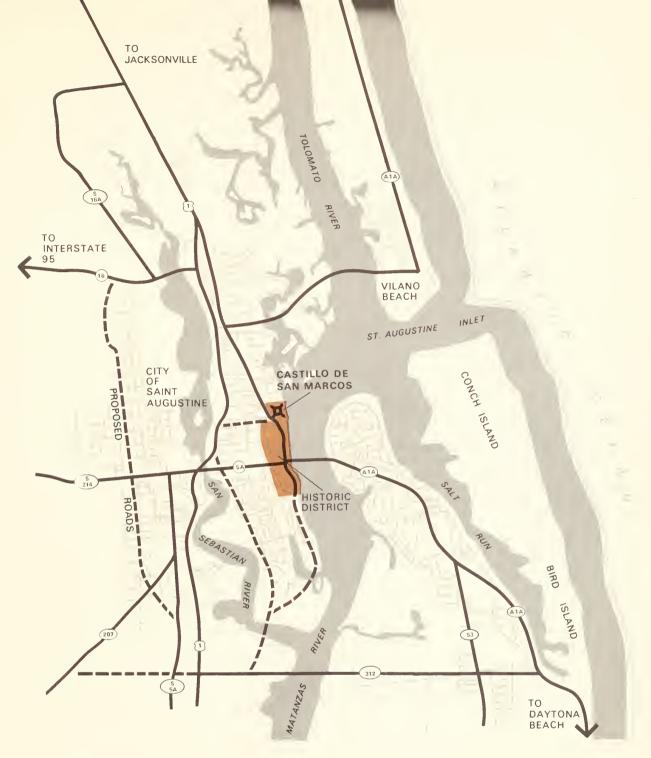
Gomez House Watson House

Triay House Florida Heritage House Florencia House Joaneda Heritage House

Salcedo House Cerveau House
Arrivas House Wells Print Shop
Peso de Burgo House Leather Shop

Pellicer House Skinner Outbuilding (Blacksmith Shop)
Benet Store Salcedo Kitchen (Spanish Bakery)

Benet House Spanish Inn Silversmith Shop





# AREA MAP

CASTILLO DE SAN MARCOS NATIONAL MONUMENT

United States Department of the Interior / National Park Service

343 20,016 DSC AUG 77 Saint Augustine Restoration Foundation, Incorporated, an auxiliary non-profit corporation, was created by the Historical Restoration and Preservation Commission — predecessor of the Historic Saint Augustine Preservation Board — to receive and hold donations for the restoration/reconstruction program. This corporation has bought, restored, constructed, or reconstructed the following buildings, which are also used for the manufacture, exhibit, and sale of crafts and for general exhibition, and some of which are leased to the Historic Saint Augustine Preservation Board for adaptive uses, exhibit purposes, and other related uses:

Ribera House
Sanchez Ortigosa House
Woodwork Shop
Potter Shop (Rodriquez House)
Ortega House
Villalonga House

Santoya House Marin-Hasset House Hispanic Garden Herrera House Acosta House

The history of St. Augustine and its environs is being preserved by the Saint Augustine Historical Society by making available adequate historical data, much of which relates to house sites and genealogy.

The society has acquired an outstanding specialized library of books and microfilm for this purpose. It owns the Oldest House and the Tovar House (two 18th-century structures) and the "Old Curiosity Shop" (Juan Paredes House), and maintains a museum depicting the history of St. Augustine. The museum was designed and built by National Park Service museum laboratory specialists. The society also owns several historic sites and some historical reconstructions, and administers the Llambias House — a historic building owned by the city of St. Augustine.

Ten buildings have been restored or newly built with attention to historical precedent by individuals and business firms, including the Casa del Hidalgo, erected by the Government of Spain and used to provide information on, and promote tourist travel to, Spain; and the votive church and chancery, erected by the Diocese of St. Augustine.

The Castillo complements the city's historic district and is one of the major focuses of visitors, who tend to stay in the area for one or two full days. Because visitors usually associate the town and the Castillo as integral parts of the same experience, every effort should be made to cooperate with the city and other historical agencies to ensure that programs and other visitor activities contribute as effectively as possible to visitors' enjoyment and understanding of the area.

#### RELATED HISTORIC SITES

Three other areas of the National Park System are included in the story of Castillo de San Marcos: Fort Caroline, the 1564 French settlement at Jacksonville; Fort Frederica, the English fortification built in 1736 on St. Simons Island (Georgia); and Fort Matanzas, a Spanish fort built in 1742 to strengthen the position of the nearby Castillo. Interpretation at the Castillo should establish a historical perspective on all of these sites, placing them into the context of European colonial rivalries in the Southeast. Visitors should be encouraged to visit the other areas, and interpretive programs should be closely coordinated to ensure that they are complementary.

#### LEGISLATIVE COMPLIANCE

All actions proposed in this plan must comply with the provisions of Section 106 of the 1966 Historic Preservation Act and Executive Order 11593 as codified in the "Procedures for the Protection of Historic and Cultural Properties" of the Advisory Council on Historic Preservation (36 CFR Part 800). Prior to a decision to implement any provisions of this plan, these procedures require that all cultural resources in or near the project areas be identified and evaluated in terms of the National Register criteria of eligibility. The evaluation must be done by an appropriate professional for the regional director in consultation with the state historic preservation officer. Additionally, the criteria of effect and the criteria of adverse effect (36 CFR Sections 800.8 and 800.9) must be applied by an appropriate professional for the regional director in consultation with the state historic preservation officer, and the Advisory Council procedures must be completed as appropriate.

### LAND CLASSIFICATION

All lands contained within Castillo de San Marcos National Monument are listed on the National Register of Historic Places maintained by the Secretary of the Interior under authority of section 2(b) of the Historic Sites Act of 1935 (49 Stat. 666) and are thus defined as Class VI lands.

National Park Service policy states that "Physical developments (on Class VI lands) are limited to those essential to preservation, restoration, if necessary, of the historical values that convey the significance of the area to the public, and such access and on-site development to accommodate appropriate use consistent with preservation. Developments shall not detract from or adversely affect historical or cultural values. Activities are generally limited to sightseeing and study of the historic or cultural features."



### PROPOSED PROGRAMS AND FACILITIES

### FOCUS 1: COOPERATIVE VISITOR RECEPTION CENTER

The master plan proposes that a cooperative visitor reception center be established by the Historic Saint Augustine Preservation Board and other groups with participation by the National Park Service to present a unified interpretation of Colonial St. Augustine and the Castillo. The center, to be located in St. Augustine, would also provide information and orientation services to help visitors plan their tours of the city.

The primary interpretive theme for this facility should be the sweeping saga of Spain's imperial ambitions in the New World and her resultant conflicts with France and England. Such a theme would encompass the historical resources of the St. Augustine area and extend to the related areas of the National Park System — Forts Caroline, Frederica, and Matanzas.

The primary interpretive device for this facility should be a major motion picture. The film might be the National Park Service's main contribution to the reception center. Eastman Kodak has produced a film with a setting of historic St. Augustine that might be edited and used in this facility or in other locations until a more suitable film could be produced for the visitor reception center. Exhibits to complement the theme would be worked out cooperatively by all involved agencies and organizations.

The proposals made in this plan are not dependent on the realization of this visitor reception center, however, the proposals are also not incompatible with such a center.

### FOCUS 2: ON-SITE VISITOR CONTACT

### Radio Loop Transmitter System

For many visitors arriving at the Castillo by car, their first encounter with the monument is in the parking lot. Therefore, it is proposed that an automobile radio loop transmitter system feasibility study be made. Such a system would allow visitors to receive messages about the park before they ever leave their cars, reinforcing their feeling of "arriving" and orienting them to the park and its opportunities.

This system could be designed so that it would be heard only within the 139-car parking lot. The message recording/sending unit could be located either at park headquarters or the fort for easy changing so that last-minute information could be disseminated. The system could be programmed with the following kinds of messages:

A welcoming statement, telling visitors where they are

A brief overview of the site's significance, aimed at making visitors eager to get out and see the fort

Directions to the nearby information kiosk and the fort gate

A reminder of visitors' responsibilities for their own safety and for the protection of the historic resources

Because many visitors to the monument may prefer an unhurried self-guiding tour, we should also consider placing a radio loop transmitter system inside the Castillo. The receiver would be activated only when held by the visitor, thereby preventing intrusion on other visitors. This system could be designed to provide a self-guiding tour for the entire fort except where living-history demonstrations were being conducted. The advantage of this system is that it could pinpoint interpretation, insuring compliance with evaluation objectives, and would require limited manpower.

### Information Kiosk

The objective of this program is to explain to the visitor what there is to see and do in and around the fort and how he can best structure his visit and find his way around. In order to provide information to visitors arriving at the fort by car or on foot, when it is open or after hours, a multiple-sided, lighted exhibit kiosk will be located in the parking lot next to the path leading up to the fort. The exhibits should be inexpensive, mass-produced, and easily replaced by the park staff in case of vandalism. The purpose of the exhibits will be to eliminate the signs now along the walk leading up to the fort, while still providing early information on the following:

Why the fort was built — and why it is being preserved

Operating hours, living-history demonstration times and places, available tours

Fee collection

Safety message about hazards

### Collection/Information Booth

For years this booth was located on the left side of the sallyport, where it was a nonhistoric intrusion on the Castillo and caused congestion during the busy season. These problems were recognized, and a new temporary booth was constructed at the outer drawbridge. The park staff has found this new location for the booth to be superior to the sallyport. However, this modern

temporary booth is incompatible with the fort and causes an undesirable visual intrusion. A new facility should be carefully designed in accordance with Class VI lands, or consideration should be given to changing the admission fee to a parking fee, thereby shifting this nonhistorical function from the Castillo to the parking lot.

### FOCUS 3: THE CASTILLO TOUR

The thread of continuity throughout 400 years of history is that the fort was used for defense, storage, and incarceration.

The objectives for this program are, first:

To explain why the Spanish came to St. Augustine — the economic motives of Menendez and the international rivalry motives of the Spanish Crown

To explain what the Spanish accomplished while they were in St. Augustine — the establishment of the first successful permanent settlement by Europeans in the New World, the protection of trade routes and Spanish interests south of Florida, and the conversion of Indians to Catholicism

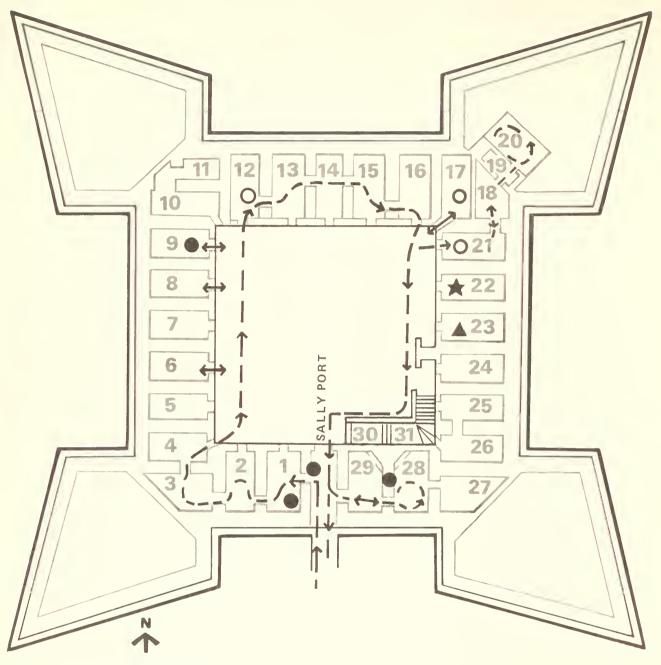
To point out the significance of the fort as a military structure — the origin of this type of architecture, the construction techniques employed, how the fort functioned alone and in concert with other Spanish forts in the defensive system, and what garrison life was like for a Spanish soldier

Secondary interpretive objectives relate to the periods of occupation by countries other than Spain:

To explain the English occupation of the fort — how they came to be here, and what they did while they were here

To explain the occupation of the fort by the United States — the significant events or activities that relate to the fort during U.S. military control

More than 300 years of events under three different flags must be presented to visitors during their brief tour of the Castillo. It would be a challenge for visitors to comprehend all of this even if the story could be presented to



→ VISITOR FLOW PATTERN

PRIMARY COSTUMED INTERPRETER

SECONDARY COSTUMED INTERPRETER

FORT DISTRICT OFFICE

CONCESSIONS

# FORT TOUR

them in chronological order — which it can't. As visitors move around the fort, they will be confronted — and perhaps confounded — with images from many different periods, in an order determined by where (not when) significant historic events took place. Because of this situation, visitor orientation will be a crucial part of the interpretive program. As soon as possible after arriving at the fort, visitors should be aware of the scope of events included in the fort's history and understand that they will be experiencing them out of any time sequence.

The Castillo is still somewhat of an enigma to historians, and a furnishing plan will take many more years of research through documents located in this country, Spain, and England. In the meantime, furnishings and living-history programs within the fort will have to be conjectural — and frankly presented as such.

Because visitation has reached the point where it is impossible to provide guided tours for the majority of visitors, less emphasis will be placed on this approach, and the self-guiding tour will be greatly expanded to include about 10 audio stations, 25-30 interpretive markers, and several exhibits. Available personnel will be stationed at key positions around the fort, where they will be able to talk with all interested visitors, and there may be some roving interpreters if manpower allows. It would ease congestion on busy days if visitors moved around the fort in a clockwise pattern beginning at the sallyport. Although visitors' movement will not be obviously channeled or controlled, they will be directed to their left from the sallyport, and be encouraged by the placement of interpretive devices to continue moving in that direction.

The Castillo was not designed for safety or ease of access by the Spanish, but access to the structure and all first floor rooms, including the restrooms, is possible by handicapped visitors in wheelchairs or on crutches.

# The Sallyport: Personal Welcome

A uniformed guard from the first Spanish period (1756-1763) will greet visitors as they arrive at the Castillo. His costume and manner (and perhaps his Spanish/English dialect) will impress upon visitors that this is primarily a very old Spanish fort. As he welcomes people, he can visit with them informally. His conversation should include some mention of the significance of the fort, but he needn't go into any detail about historic events. One of the purposes of his being here — although visitors should not be aware of it — will be to control entry. As people arrive at the fort gate, he will be holding them until a group (say, 50) is formed, then he will direct the group into the first casemate, where a second interpreter will be waiting.

# Casemate 1: Historical Orientation

The program here, carried out as an active dialogue between the interpreter and his visitors, will set the stage for everything else visitors will experience on their tour of the Castillo. Visitors should be provided with a good solid overview of the fort's history, presented in such a way that they will be able to recall it and place disjointed events into historical perspective. This interpreter should also prepare visitors for the random way in which they will be introduced to historic episodes. Consequently, although this room is historically significant as the Office of the Lieutenant of the Castillo (first Spanish period) and will be refurnished as such, the interpreter stationed here might be dressed as an American soldier of the 1900s, or as a park ranger, to represent, along with the Spanish quard in the sallyport, the beginning and the end of occupation and all the changes that occurred between those times. If we can successfully jolt visitors from 1672 to 1900, and tune them in to focusing on significant events that happened in between, we can prepare them for an enjoyable - and meaningful - visit to the Castillo. The interpreter will have somewhere between 2 and 7 minutes to accomplish all this, depending on the crowd. Visual aids will be a tremendous help, and he should at least have a time chart, a trade routes chart, and a schematic of the fort at his command. Visitors will be more or less on their own when they leave this room. The interpreter can point out some of the things they can expect to see, then direct them-to the museum, next door.

### Casemates 2 and 3: Museum

The museum exhibits will be greatly revised and expanded to represent the long continued occupation of the fort. Display pieces will include items from the fort too delicate for presentation in situ — military hardware, equipment, weapons, and personal effects left by soldiers and other residents. These will be arranged roughly by periods of time, with the earliest first, so that they reinforce the overview of the fort's 300-year-long history presented in casemate 1. The five flags presently displayed in casemate 6 might be moved to the museum, where they will serve to symbolically introduce artifacts from different periods in history.

All of the exhibits now located in casemates 2 and 3 will be replaced, with the exceptions of the diorama "They Have Begun to Fire on Us" and the historic doors exhibit. Certain other exhibits from throughout the fort will be eliminated, and their artifacts will be moved to the museum or the Castillo collections. Additional artifacts should be acquired as appropriate to fill in any gaps in the representation of the complete history of the Castillo. To the extent that the artifacts support such an approach, exhibits should

emphasize the people who used the articles, and what they accomplished with them, in an effort to humanize interpretation. There should be a minimum of text employed in the exhibits.

The park's collection of old photographs should be duplicated and used to supplement exhibits.

# Casemate 4: Escape of the Seminole Indians, 1837

The story of the Seminole Indian escape from this casemate in 1837 will provide one perspective for interpreting the fort's history as an American Indian prison from 1837 to 1886. Since this will be the first stop after the museum on the self-guiding tour, the presentation in this casemate should not only stimulate visitors' interest in this aspect of the fort's history but also encourage them to continue on the tour.

The story has great potential for dramatic presentation, and if we handle it sensitively, we can recapture some of the excitement for visitors. If visitors are to become imaginatively involved, they should perceive the casemate much as the Indians experienced it — as a stark cell. Interpretation can be accomplished by exhibits and an audio program activated by visitors. The audio could begin with hushed Indian voices. A narrator could then come on saying that the voices are Seminole and explaining why an Indian language is being heard inside the fort. The narrator should tell about the Indians' escape, and make plain that this was one of many human dramas that unfolded here.

### Casemate 5: Storage of Marine Supplies, 1756-1763

This casemate, used as a storeroom during the first Spanish period, will exhibit the ships' supplies that were stored in the Castillo for protection and use by the forts' occupants. Timbers, coquina, ropes, pulleys, tar, sealants, canvas, and tabby are among the materials that were kept here and should be stocked again for visitors to see.

It is recommended that the doors to this room be kept closed, as they are the originals and repeated opening and closing would loosen the old iron works that hold the wooden doors together. Visitors can view the exhibits through the windows.

# Casemate 6: Temporary Exhibit Room

This casemate will continue to exhibit gifts from the Spanish government to the Castillo, representing the close ties between this area and Spain. Consistent with the reorganization and consolidation of exhibits throughout the Castillo, a few exhibit changes are recommended for this room:

The exhibit "Colonization of North and South America" is not compatible with this room's theme and should be removed; appropriate artifacts will be used in the museum exhibits.

The "Four Nations" flag exhibit might be removed and the flags relocated to the museum.

The large red tapestry that is presently located in casemate 2 should be moved into this casemate.

The small white banner bearing the Cendoya coat-of-arms should be moved from the sallyport to this room.

In addition, a new exhibit should be designed around the statue of the patron saint of the Castillo, Saint Mark, that is presently in the possession of the park. This statue should be placed in a very protective exhibit case to eliminate any possibility of damage through vandalism.

# Casemate 7: Multipurpose Room

The Castillo collections will be relocated from this casemate to the administration building, and the casemate will be converted to a multipurpose room for special programs.

The room will receive considerable use from groups such as school classes, VIP visitors, and park personnel, for programs such as temporary displays, open houses, special movies or slide shows, and meetings. It should be equipped with a motion-picture projector, 35mm slide equipment, and appropriate audio and public speaking equipment. Accoustical control should be considered in the design. Seating should be flexible and provide for about 30 people. This casemate has electrical power; however, more outlets will be needed along with adequate lighting with controls, fans, and heating equipment.

### Casemate 8: Food Storage, 1756-1763

Casemate 8 was used historically as a food storage room. Today, visitors should be able to walk into this room and "feel" the importance of this use. Shelves of food stuffs, barrels of flour, salt, and rum, and boxes of all sorts should be on exhibit. The furnishing plan when completed will determine what type of food and food containers were in this room. Until this plan is completed, a conjectural approach should be considered.

The room has a historical floor made of tabby, which has been covered over with dirt for protection. Portions of the tabby floor could be exposed and

interpreted. However, this exposed area should be closed off from the public so that it will not be affected by visitor traffic.

## Casemate 9: Design and Construction of the Castillo

Presently, this casemate is used to depict the "British Period of Occupation." It is proposed that the exhibits located here be removed and relocated to casemate 13 so that they will be next to casemate 12, which has recently been historically refurbished as the British room.

Casemate 9, when vacated, will deal with the design and construction of the first masonry fort in the United States, the Castillo, using both exhibits and living interpretation as media. Here the methods of construction of the fort will be presented through a "craftsman working at his trade" with the unique materials of coquina and tabby. The craftsman at his bench will have assorted props of tools, rolls of maps and charts on the construction of the fort, and drawings of European forts showing how the design of the Castillo evolved from the Old World.

While working at his trade, the interpreter can take a few whacks with a hatchet or saw on a hunk of coquina, showing how it was shaped. Tabby can be plated over a coquina block, telling how the fort once looked and explaining the importance the tabby played in water-proofing. For visitor participation (with safety in mind), the interpreter might invite visitors to try their hand at cutting coquina, carving a wooden cannon carriage, smoothing tabby, or other related projects.

Among the many props supplied, the interpreter will be provided several specially prepared and cut blocks of material, allowing for a full reproduction of the fort, which can be used to develop the defensive advantages of European military architecture. This technique will work very well with school groups. Four blocks could represent the curtain walls and four more, the bastions; then the interpreter could add a little plexiglass for a moat and some blocks for the covered way and glacis and the pocket full of cannons.

Should the interpreter not be present, a few written labels should be able to convey the theme of this casemate, letting visitors imagine the complete story.

# Casemates 10 and 11: Black Powder Magazine, 1752-1756

Historically, casemates 10 and 11 were used for storage of the Castillo's black powder. Today this room functions much like it did years ago; Swedish cannons, mortar cheeks, and cannon balls are stored there now.

Due to the possibility of theft of artifacts, it will be necessary to make this a locked-door exhibit that visitors will be able to view through the door-window opening. Soft lighting through the side window as well as through the door window sets off the exhibit in a very effective manner. However, artificial lighting should be available for times when natural light is not adequate.

The interpretive sign located in this casemate should be moved to a different location to allow a better view of the exhibits.

# Casemates 12 and 13: British Occupation, 1763-1784

These casemates will focus visitors' attention on the mission and the life-style of the British soldiers who occupied the Castillo from 1763 to 1784.

Casemate 12 has been partially restored with a few furnishings and a staircase leading up to the loft where the sleeping quarters were located. However, the furnishings do not go far enough to convey a feeling that someone actually lived here. A table and chairs, lamps of the period, and straw mattresses in the loft, along with personal items that the typical soldier would have in his possession, should be considered in rounding out this room exhibit. All furnishings should be facsimiles of originals so that in case of damage, theft, or vandalism, they may be duplicated at a minimal cost. A costumed interpreter could be stationed in this room if staffing allows.

The furnishings in this casemate will set the scene and mood of life for the British period, while exhibits and an audiostation in adjoining casemate 13 will tell the story of their occupation in detail and also give a much broader overview of the British in Florida.

British-period exhibits now located in casemate 9 will be refurbished and moved to casemate 13. In evaluating visitor response to these exhibits, the park staff has noted that labels and printing are too small and hard to read, and they should be enlarged. Also, the exhibit with the built-in audiostation is often overlooked. It should be redesigned so that the push-button is located in a more convenient and obvious position, and the quality of the audiostation should be improved.

# Casemate 14: Chapel, 1763

Passing through the sallyport upon entering the Castillo, visitors will note that the chapel is "front and center," a reflection of the influence and importance of the church in the New World.

It is unfortunate that little is known of the accourrements of the chapel. However, we do know that for a period of time the chapel was used by a parish or field priest who came to the Castillo to say mass on Sundays and other holy days. The service was spoken as a field mass; thus, it is likely the priest carried along his own necessary vestments and equipment to conduct the services to the faithful.

Until further research reveals new information about the chapel, a "field priest" theme should be followed. With this concept in mind, the chapel should contain minimal furnishings — perhaps a few props fitting to portray a visiting parish priest. It is recommended that the audiostation be removed and the chapel be left in its quiet simplicity to speak for itself.

### Casemate 15: Indian Prison/School, 1837-1886

The importance of the Castillo through history was varied. After being ceded by the Spanish to the United States, one of its principal uses was as a military prison/school for Indians. In fulfilling our interpretive objectives, this casemate should be geared to provide an insight into this period of the Castillo's history.

Evidence of this use as a prison was left by the Indians as graffiti on the walls. On the east wall is a carving of an Indian dancer's face with headband and quiver that is believed to be of Apache origin. On the west wall is a sunrise and a spiderweb formation. These carvings need to be protected from possible vandalism by freestanding exhibits. Their viewing should be enhanced by special lighting, but the lighting should not be on at all times because of the potential for plant growth; a push-button or a type of foot-switch would allow visitors to enjoy the special lighting effects and then turn the lights off.

An exhibit should be considered to cover the three different periods of Indian imprisonment — 1837, Seminole; 1875-1878, Plains; and 1886-1887, Chiricahua Apache. Old photographs in the park's collections invite reflection — the tepees on top of the terreplein, the Indians attending school in their own attire, the Indians dressed in suits upon "graduation." The exhibit can ask visitors to stop for a moment and think about what life would be like in the damp casemates during the hot summer and the cold winter.

### Casemate 16: The King's Treasury

In 1793, this casemate was the Treasury Room for the King. The exact extent of the "treasury" is not known. The Castillo did not play a direct part in the transshipment of gold to Spain, so no great wealth was probably ever stored in the fort. However, it would be appropriate to display some of the

Spanish Empire treasure in this room if it became available, since the Castillo protected the sea lanes over which the treasure was transported to Spain. Many sunken galleons have been located and their treasures salvaged from Florida waters. In the future, if gold coins, silver bars, or other artifacts from these ships should become available on loan from the state of Florida or other sources, these items would fit nicely into this room. Design of display cases for such items would have to supply adequate protection.

In the meantime, the casemate will remain unfurnished and be used for temporary exhibits and special events. The registry for visitors now located in casemate 18 will be moved to this room.

# Casemate 17: Scale Model of the Castillo, 1756-1763

A scale model depicting the Castillo during the first Spanish period would give us the opportunity to interpret the significance of the oldest masonry fort in the United States from a "bird's-eye view," thus helping us meet several objectives. Viewing the entire Castillo at one time — something impossible to do with the real fort — would help visitors comprehend the full armament of the fort, the military design of the structure, and the many uses of the Castillo through history, as a defensive weapon, a storage place, and a prison. It would show the number and composition of the military guard and the complement of persons needed to man the Castillo based upon the number of guns. During periods of inclement weather, when many visitors do not walk around the entire fort, it would provide a major focus for interpretation.

The scale model should be about 6 feet across, including the glacis, terreplein, bastions, moat, ravelin, and covered way. If staff allows, an interpreter should present the model to visitors, but the model should be designed to also be self-interpreting. This could be accomplished through a 3-to 5-minute sound-and-light program. Parts of the model could be "exploded" to show the thickness of the flanks compared to the solid bastions, and the audio could describe how the bastions were designed to hold the heavier cannon. As the major focus, the model must be developed in such a way as to humanize the fort by showing scenes typical of activity at the fort during 1756-1763.

Aerial photos of the Castillo from the fort's collections might be enlarged into murals and exhibited in this room.

On the north wall is a red painted unknown design that is covered with gray paint. This red marking could prove to be a coat-of-arms or hold other significance. For this reason, a protective device should be placed over this

area so that possible vandalism is averted. A qualified person should investigate this painting, determine what it is, its age, etc., and establish the proper techniques for restoring and preserving it should it prove to be historically significant.

### Casemates 18 and 21: Guns and Gunners, 1756-1763

These two rooms will be used to interpret the life-style of a gunner crew and the types, uses, and care of the Castillo's guns during the first Spanish period.

Casemate 21 will be fully refurnished with bunks, tables, chairs, period lighting, gun racks, and other paraphernalia used by the gunners of this period. A costumed interpreter will be stationed in this room when staffing allows, but exhibits and an audio station should also be provided to explain the purpose of the rooms when no one is stationed here.

Exhibits in adjacent casemate 18 (gunners' workroom) — displays of things that were used by the artilleryman — will complement the atmosphere created in casemate 21. The present exhibits on display in this casemate, which are not of the first Spanish period, will be eliminated; artifacts that can be used in the museum will be moved there. The new exhibits will include tools used by gunners during the first Spanish period: calipers, quadrants, maps, various charts showing fire power available, trajectory and range of fire charts, rammers, sponges, "worms," and spare parts that would be needed in maintaining the guns in proper repair. All items are reproductions. The registry for visitors now located in this room will be relocated to casemate 16.

When the weather makes it uncomfortable on the terreplein — where the fort's guns are displayed and where firing demonstrations are held — the entire story of the defensive power of the Castillo will be shifted to casemates 18 and 21. A videotape of a firing demonstration might be presented in casemate 21 during times when live demonstrations are not being carried out on the terreplein.

# Casemates 19 and 20: Unfurnished Casemates

Casemates 19 and 20 will remain unfurnished as they are at present. Room 20 has a metal plate exhibit that points out this room's early use as a black powder storage area and how this use had to be discontinued due to the extremely high humidity; it also tells about the bricking up and the later reopening of this room's door. This one exhibit adequately tells this casemate's story, and no further interpretation will be needed.

# Casemates 22-26: Sales/Administration

The sales concession will be relocated from casemate 22 into casemate 23, and sales facilities will be redesigned to better accommodate the increased patronage of recent years and to incorporate more functional display techniques (see Sales section).

The district administrative office within the Castillo can then be relocated from casemate 1 to casemate 22, freeing the first casemate for interpretive activities, and consolidating all sales and administrative functions into a block of rooms that will also include the rest rooms (casemates 24 and 25) and the fort's utility and janitorial supply room (casemate 26).

### Casemates 27-29: Garrison Life, 1756-1763

The refurnished garrison rooms and jail will provide the setting for a living history demonstration of garrison life during the first Spanish period. Here, a costumed interpreter (or more than one, if staffing allows) should act out some of the daily rituals of the fort.

More furnishings should be added to the two garrison rooms. Exhibitry hardware should be kept to a minimum, with no barriers or labels. The "Life in the Fort" and "Family Life" exhibits will be replaced by the living history demonstrations. The exhibit displaying the ship scene drawn on the wall of casemate 28 will remain, but it should be highlighted with lighting that can be activated by visitors.

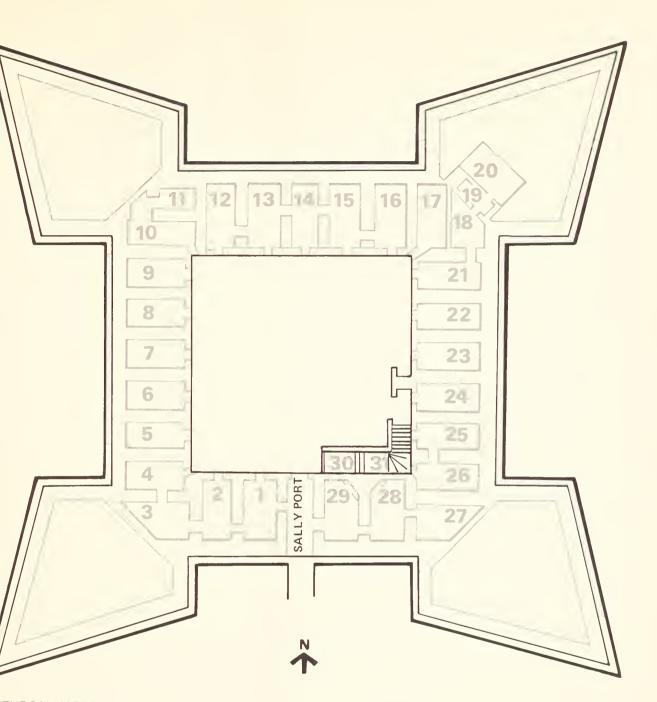
Because this will be visitors' last stop on their fort tour, the interpreter should encourage questions and other informal conversation about peoples' impressions of the fort. When the weather allows, keeping a fire in the fireplace would not only reinforce efforts to humanize the historical scene but would also suggest a comfortable, friendly atmosphere conducive to such personal interpretation and response by visitors.

# The Castillo's "Necessaries"

The early-day Spanish architects designed into the fort two rooms that functioned as the Castillo's "necessaries" for the soldiers and for the civilian population when they came under siege.

A furnishing plan should be completed for the "necessaries," and they should be restored, at least cosmetically, to their original appearance, to reinforce the idea that the fort was occupied by people.

A research study of the privies might prove them to be of the typical pit type. If so, excavation of them could provide a valuable cross section of objects representing the early way of life in the fort.



THE SALLY PORT
HISTORICAL ORIENTATION
& 3. MUSEUM
THE SECARE OF THE SEMANNE

THE ESCAPE OF THE SEMINOLE INDIANS STORAGE OF MARINE SUPPLIES

TEMPORARY EXHIBIT ROOM MULTIPURPOSE ROOM

FOOD STORAGE

DESIGN AND CONSTRUCTION OF THE CASTILLO

. & 11. BLACK POWDER, CANNON, MORTAR, & CANNON BALL MAGAZINE

. & 13. BRITISH OCCUPATION

14. CHAPEL

15. INDIAN PRISON/SCHOOL

16. THE KING'S TREASURY

17. SCALE MODEL OF THE CASTILLO

18. & 21. GUN AND GUNNERS

19. & 20. UNFURNISHED

22. DISTRICT ADMINISTRATIVE OFFICE

23. SALES FACILITY

24. & 25. RESTROOMS

26. UTILITY AND JANITORIAL SUPPLY ROOM

27. - 29. GARRISON LIFE

30. & 31. THE CASTILLO "NECESSARIES"

# ASEMATE USE

# Terreplein: The Fort's Defenses

Interpretation on the terreplein will illustrate the tremendous fire power that could be focused upon an enemy, from any direction, and relate the numbers and composition of the military complement required to man the Castillo considering the number of guns. As they enjoy the views from this place, visitors will also learn more about the functional design of the fort and the advantages of its location.

An interpreter assigned to this area could describe how the fort functioned as a defensive weapon, the use of the cannon and mortar, how the fort was designed to prevent the enemy from launching an effective attack, and the fort's role in the protection of the city.

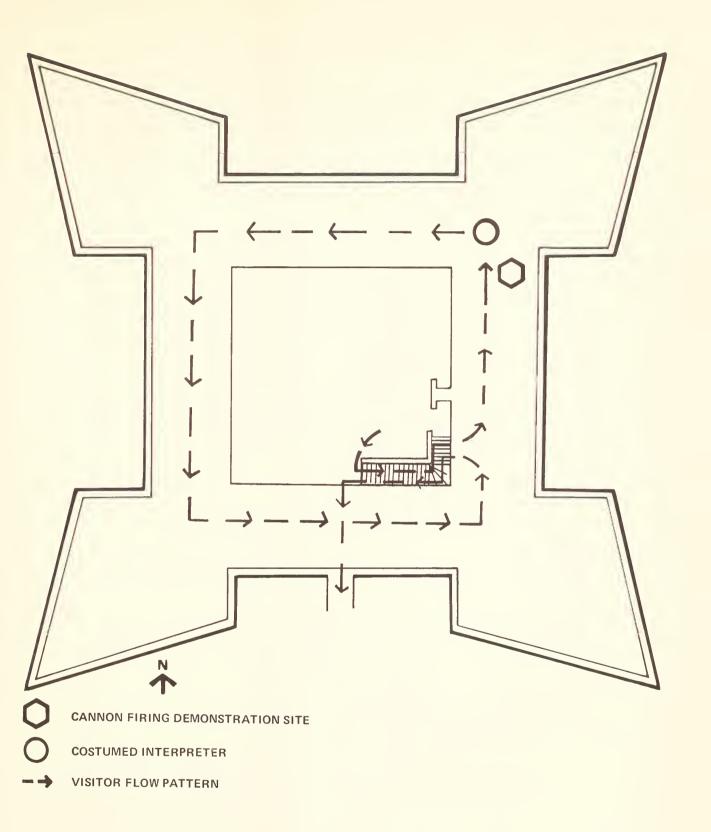
The terreplein cannon should be originals of the first Spanish period. Approximately 77 cannons were in the fort at the high point of its armament, and the replacement of a full complement of guns could be considered a long-range program for the Castillo. A complete research study of the history of the Castillo guns should be undertaken to support this goal.

The live demonstration of the firing of a cannon has been very successful and should be continued. It is recommended that a replica cannon be used instead of an original. A six-man gun crew should carry out this demonstration. Scheduling will depend on weather, visitation, and available manpower. The present location of the demonstration on the terreplein is excellent as there is little, if any, disturbance to the surrounding community. When staffing is not adequate to allow for a full gun crew, a flintlock gun can be demonstrated by two interpreters.

During periods of peak visitation, a uniformed interpreter can be stationed in the area of the cannon demonstration, thus drawing people in his direction. After his talk, he can suggest the next stops to be seen (in a counter-clockwise direction around the terreplein), thereby insuring a smooth visitor flow and helping to relieve congestion (see terreplein schematic).

The existing audio and wayside exhibits on the terreplein should continue to be used to interpret significant features that are visible from this vantage point — like the hot-shot furnace and the Cubo Line. A plaque should be added to interpret the ravelin.

The role of Fort Matanzas should also be interpreted from the terreplein — although the fort itself is not visible on the horizon, visitors will have a good perspective for understanding how Fort Matanzas guarded the "back door" of the Castillo.



## TERREPLEIN TOUR

Presently there are two flagpoles on the terreplein. In the future, the center pole over the Castillo gate should fly the flag of the first Spanish period, and no other flag should be flown over the Castillo. The American flag now flown on the terreplein could be moved to the parking area.

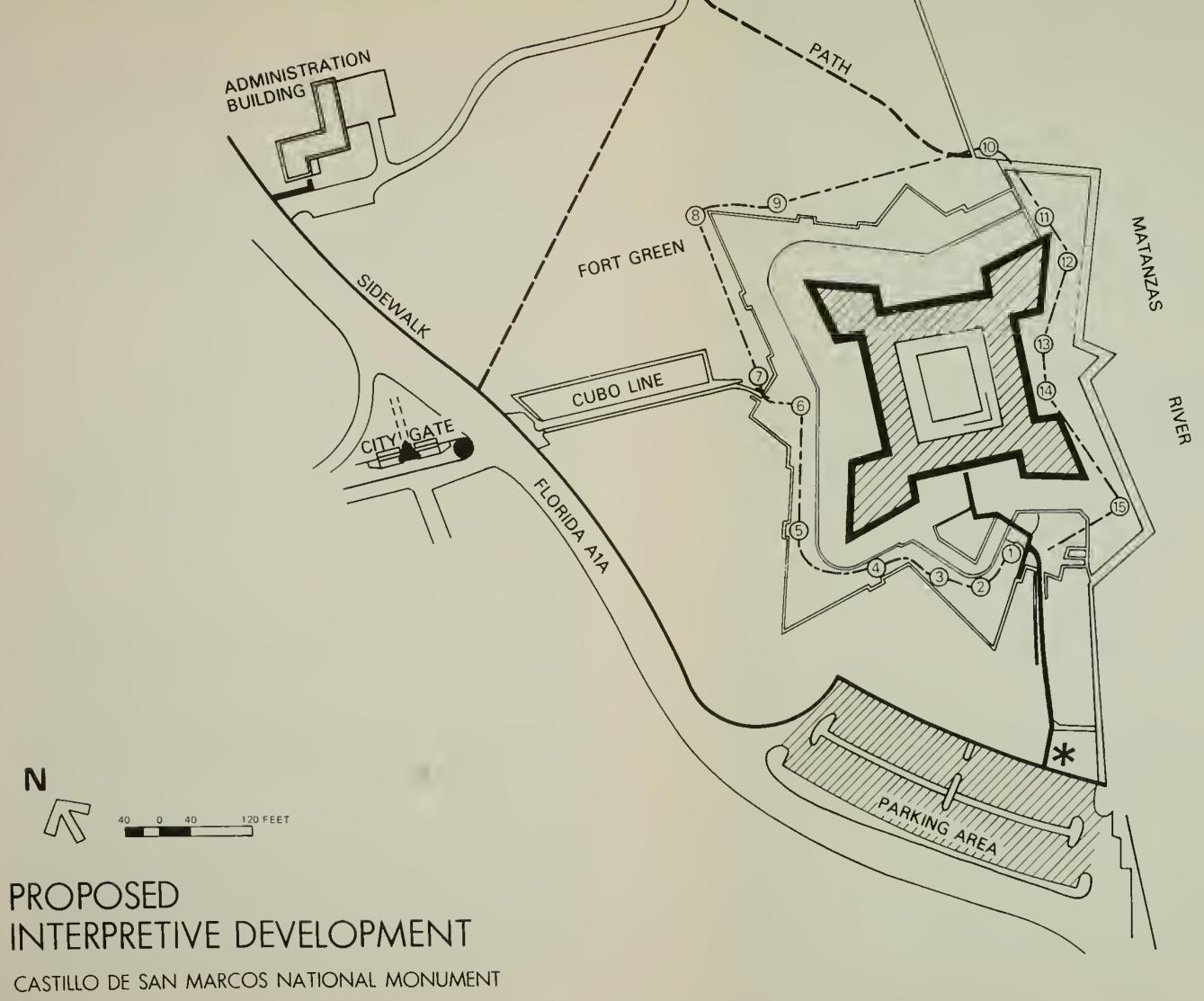
#### FOCUS 4: FORT GREEN TOUR

The objective of this self-guided (or specially guided) tour around the fort green will be to explain aspects of the fort's architecture, its relationship to the harbor and the trade route, and changes that have come about through the passing years in the fortification and armament that can best be seen and explained from the exterior of the fort. This tour will be especially popular with early morning visitors and those who arrive after hours, and after a tour of the fort or before if the fort is especially crowded.

The 15 wayside exhibits should be inexpensive, mass-produced, and pictorial, with few words, and if possible be located so as not to be a visual intrusion from the fort's terreplein.

#### Exhibits

- 1. Trailhead, introduction to the tour
- 2. Near the ravelin, explaining the defensive technique using the moat
- 3. Between the ravelin and the covered way, interpreting the covered way as a defensive structure
- 4. Along the moat wall where the drawbridge, the entrance, and the relationship of the ravelin to the Castillo can be seen, interpreting these defensive units
- 5. The first traverse along the western edge of the covered way, interpreting the traverse
- 6. In the center of the west fort wall near the moat, explaining the windows, embrasures, and parapets
- 7. At the Cubo Line, interpreting the walled city as a defensive technique
- 8. Overlooking the broad expanse of land visible here, explaining that it was part of the Castillo's impenetrability



### **LEGEND**

---- FORT GREEN TOUR

1)----15 WAYSIDE EXHIBIT

////// RADIO LOOP SYSTEM

EXISTING AUDIO STATION

PROPOSED AUDIO STATION

PARKING AREA KIOSK

UNITED STATES DEPARTMENT OF THE INTERIOR / NATIONAL PARK SERVICE

- 9. Tying together all the elements of European military architecture forming the Castillo's defenses
- 10. On the seawall, explaining why St. Augustine was established at this location and that it was preceded by nine wooden forts, and indicating the location of Fort Matanzas, 14 miles south
- 11. The edge of the moat, calling attention to the sharpness of the oyster shells and the dependence of the Spanish on sea foods
- 12. The American gun emplacements and the American water battery, interpreting the dynamics of the 400-year history
- 13. Where the different size watchtowers are noticeable
- 14. The hot-shot furnace, telling what it is
- 15. The display of American weapons

Visitors will return to the trailhead exhibit and fee collection booth via the only available access — it is within sight.

#### **FOCUS 5: THE CITY GATE**

Once the only entrance to St. Augustine and the Castillo, this important passageway through the walled Cubo Line was manned by an armed Spanish guard who provided early-day travelers with information and kept out undesirables.

Today, the City Gate provides little visitor information. Stationing an employee in first period Spanish uniform here during the busy summer days would be very appropriate. The guard would not only greet walking visitors and talk with them about the fort, but more importantly, would provide a helpful cooperating "link" between the historical city of St. Augustine and the monument.

When a guard cannot be provided at the gate, a push-button audiostation should be available. At the present time, an audiostation is located at the east end of the wall on Florida Highway A1A. Because of its proximity to this busy highway, it is often difficult to hear above the traffic noise. It is also being overlooked because it is not accessible to the visitors who are walking through the gate. The present message and message repeater site should be reconsidered, and it is possible that another audiostation could be

located at the gate itself to give a similar or even the same message to pedestrians.

#### FOCUS 6: SPECIAL PROGRAMS

The staff of Castillo de San Marcos has demonstrated exceptional interest in developing and presenting special program events, and they are encouraged to continue to do so, as those activities support the management objectives of the park.

#### FOCUS 7: OFF-SITE PROGRAMS

The superintendent directs operations at Fort Matanzas National Monument as well as the Castillo de San Marcos National Monument. With the Castillo located in the heart of St. Augustine, this requires important public relations by management in dealing with all of the history-oriented groups: city, county, and state officials; commercial tourist-oriented attractions; and federal agencies. The superintendent deals not only with these groups as their activities might affect Castillo and Fort Matanzas, but also coordinates his activities with the statewide public information activities and state relation services of the assistant to the regional director, Florida Planning Office.

Off-site presentations will be an integral part of the interpretive program, particularly as it relates to school classes and other special groups. The park staff can offer materials, and perhaps personnel, for classroom presentations aimed at capturing teachers' and students' interest in the history of the Castillo in particular and in the idea of the National Park Service in general. The park might consider videotaping its living-history demonstrations for such presentations. Other materials that could be shown off site include the major motion picture proposed for the city's visitor reception center and the special films and exhibits that the Harpers Ferry Center circulates among the parks. Making special media available to educational, historical, and civic groups throughout the region will help realize the Service's obligation under the National Environmental Policy Act of 1969 and its intention of cooperating with local organizations, and at the same time will expand the park's audience and increase public support for Service programs. Another way of expanding the park's audience would be for park personnel to submit articles to local newspapers and make personal appearances on local television stations. The media will welcome quality material, and the park staff will benefit from increased communications with local residents.

#### PROGRAM SUPPORT

#### **PUBLICATIONS**

The monument's free minifolder has recently been revised. It provides a good synopsis of the interpretive theme, with short narratives about military and community life as well as an outline of significant historical events. However, the minifolder is not intended to be a guidebook for touring the monument, and one is needed. The minifolder does not have to be redone, but another small publication should be prepared to show visitors what self-guiding tours are available and to help them find their way around.

The tour guidebook should contain text, photos, and several maps. A site map could show access and parking, the locations of historic features, and the exhibits comprising the fort green tour. A floorplan map of the Castillo could show its interior rooms and the interpretive devices used there. Only the briefest tour narrative needs to be included, since exhibits will be complete and generally self-explanatory. The guidebook could also include a larger tour — a trip that includes the Castillo and Forts Caroline, Frederica, and Matanzas. Short statements about the significance of each site and the interpretive programs offered could encourage people to visit these other areas. A highway map of the vicinity of all four parks should be provided. The guidebook would also offer an opportunity for coordination with the city, and might include tours of Colonial St. Augustine and directions to other points of interest. The cost for the guidebook should be minimal, and visitors could be given the option of purchasing the book or using it free and returning it to the rack. It should be available at the information kiosk, the collection/information booth, and at the trailhead for the fort green tour.

Consideration should be given to publishing the minifolder and the tour quidebook in Spanish, as well as English.

Albert Manucy's fine work, *The Building of Castillo de San Marcos*, was published in 1942 and totally revised by Luis R. Arana and Mr. Manucy recently. The 64-page booklet is being reprinted as a sales item by Eastern National Park and Monument Association.

Mr. Manucy also edited *The History of Castillo de San Marcos and Fort Matanzas from Contemporary Narratives and Letters*. This should be revised to include contemporary accounts of the discovery of the Matanzas River, the construction of Fort Matanzas, and other significant accounts of events, then republished.

A book about the British period's garrisons and defense construction could be developed from the historic resource study "British Garrison of St. Augustine 1763-1784" by Ricardo Torres-Reyes (1972), and the booklet *British St. Augustine*, by J. Leitch Wright, Jr. (Historic St. Augustine Preservation Board, 1975), which gives part of the story — that of the town during that period. The proposed NPS publication should compliment this work.

The original Indians of north Florida and their successors certainly merit a special publication.

A four-park publication of Castillo, Fort Caroline, Fort Frederica, and Fort Matanzas needs to be published to explain the relationships between these areas. In addition, the park should stock all of the books related specifically to these areas and a good selection of more general materials about European expansion in the New World. Paperbacks should be offered whenever possible.

An effort should be made to locate and stock a good children's history of Spanish Florida, similar to the American Heritage Junior Library series.

#### **SALES**

Castillo de San Marcos has a concessionaire-run gift shop where a wide variety of items are offered visitors, including postcards, slides, film, and miscellaneous souvenirs. The concessionaire, John Carver Harris, is most interested in the park, cooperative, and eager to improve his stock. Many

possibilities exist for the addition of attractive and meaningful items, and Mr. Harris' enthusiasm for new materials makes it all the more to be regretted if we do not enter into a vigorous cooperation to produce such things. The stock of postcards and slides can be expanded by including pictures of proposed living-history demonstrations. Other desirable items would be international posters for both the Castillo and Fort Matanzas (created in cooperation with the Spanish government); model kits of the various types of Spanish sailing ships; reproduction prints of the portraits of the various important personalities associated with the Castillo's history and of the LeMoyne drawings of the Indians in northern Florida — all of a size for framing.

#### COLLECTIONS

The Castillo collections include 19 cannon, 8 howitzers, and 4 mortars, and about 4,000 other historical objects found mostly within the park boundaries or at Fort Matanzas. There is also a wealth of archival material, nearly all in Spanish. Some has been printed, but the bulk is still in manuscript form.

Museum collection storage and work space, now inside the Castillo in casemate 7, will be relocated in a new wing on the administration building, where environmental controls can be better maintained and the collections can be consolidated with the research library and other information sources. This move is important for the preservation of the historical artifacts, which are now subjected to high humidity and fluctuating temperatures. However, unlike most historic objects, some items in the Castillo collections — principally, the coquina — are best preserved in a humid environment. Consequently, the new collection area must provide high-humidity, as well as low-humidity, storage space. The casemate in the Castillo now housing the collections will be converted to interpretive use.

It is recommended that a museum curator be detailed to Castillo to study the collections thoroughly, to cull them for materials that might have value in refurnishing or living history programs, and to arrange for the appropriate disposition of other objects. The reserved specimens should be kept at the park.

Additional museum objects will be required to complete the proposed exhibits and refurnishings. These should be acquired in strict conformity with established procedures for such specimens (in duplicate for perishable items, etc.), and should be cataloged.

#### RESEARCH

Castillo de San Marcos has an approved and printed Historical Research Management Plan. A Historic Structures Report is programmed for fiscal year 1977.

Furnishing plans will be needed for the casemates where refurnishing is proposed. Although a systematic archaeological effort could benefit refurnishing plans for the Castillo, it is difficult to determine just how worthwhile such a project might be. Archaeological work at other sites in St. Augustine has been immensely rewarding, but civilian structures have been the subject there, not a massive masonry fort where few activities pertinent to its function went on outside the walls. Under the circumstances then, it might be assumed that archaeology in the city has produced as much information of use for refurnishing as would be obtained by a project in the vicinity of the Castillo. On the other hand, the water battery *might* yield some data of importance. It is recommended that plans be made to have a historical archaeologist examine the site to evaluate archaeological potential, and that any research proposals for archaeology await his determinations.

#### INTERPRETIVE OPERATING PLAN

The park will write a Statement for Interpretation, as directed by the Interpretation Guideline, NPS-6, and draft an interpretation and visitor services operating plan. The plan will outline strategies and activities to implement a program of services to be integrated with media proposed in this plan.

#### RESOURCE PROTECTION AND MAINTENANCE

At Castillo de San Marcos, high humidity and water leakage are major threats to artifacts and facilities, and preventive maintenance is critical to resource protection. Also, in designing exhibits for the Castillo, careful attention must be paid to the potentially destructive effects of the Florida climate and other natural conditions. For example, electrical equipment should be highly moisture resistant; all wood should be fumigated and preserved to increase its resistance to wood-boring insects; and metals should be chosen or treated to resist the effects of salt air. All of the existing audiostations should be upgraded as better quality equipment becomes available. Whenever exhibits are temporarily removed, good quality signs should be installed in their place.

#### LIST OF PRODUCTS

#### **Denver Service Center**

Radio loop transmitter system

Information kiosk design

Fee collection facility design

Furnishing studies

Sallyport

Office of the Lieutenant of the Castillo

Marine supply storage

Food storage

Powder magazine

British room

Chapel

Gunners' room

Garrison room

Historic structures report

#### Harpers Ferry Center

Division of Audiovisual Arts

Motion picture film production

Motion picture film editing

Fort tour audio stations

Seminole Indian escape

Marine supply storage

Powder magazine

British occupation

Guns and gunners

Sound-and-light program

City Gate audio station

Taped living-history demonstrations

Audiovisual equipment for multipurpose room

#### **Division of Exhibits**

Visitor reception center exhibits

Information kiosk exhibits

Fort tour exhibits

Historical orientation

Museum

Marine supplies

Gifts from Spain

Food

**Tabby** 

Design and construction of Castillo

Powder magazine

British artifacts

Chapel

Indian prison/school

Petroglyphs

Spanish Empire treasure

Scale model of Castillo

Gunners' tools

Ship scene

Terreplein

#### Division of Wavsides

Fort green tour exhibits

#### **Division of Publications**

Park minifolder (Spanish translation)

Tour guidebook

The History of Castillo de San Marcos and Fort Matanzas from

Contemporary Sources (expand and republish)

The Building of Castillo de San Marcos (republish)

"The Guns of Castillo" pamphlet

Indians pamphlet

England in Florida handbook

Four-park publication

#### Division of Museum Services

Collections management survey and report

#### References Services

Furnishing plans

Sallyport

Office of the Lieutenant of the Castillo

Marine supply storage

Food storage

Powder magazine

British room

Chapel

Gunners' room

Garrison room

Period dress study

#### Harpers Ferry National Historical Park

Period dress production

#### Division of Interpretation, WASO

Sales (Cooperating Association Coordinator)

#### Southeast Regional Office

Cooperative interpretive developments

Sales (concessions)

Legislative compliance review

Review statement for management

#### Park

Interpretive operating plan

Living-history programs

Sallyport

Casemate 1

Casemate 9

Casemate 12

Casemate 17

Casemate 21

Casemate 27-29

Terreplein

City Gate

Special programs

Cooperative interpretive developments

Off-site programs

Changing exhibits

Multipurpose room

Casemate 16

Collections

#### COSTS

The following cost figures should not be used for programming purposes, but are provided by the Harpers Ferry Center to give management some general idea of the costs involved in the proposals. If the project is delayed significantly, they may have to be revised.

#### **Planning**

Audiovisual \$ 6,000 (if film is included, add \$10,000)

Indoor Exhibits \$25,000 Waysides \$8,000 Furnishings \$15,000

Audiovisual

Production \$35,000 (if film is included, add \$80,000)

**Exhibits** 

Indoor \$150,000 Waysides \$32,000

**Furnishings** 

Purchases of Original Artifacts, Marking of Replicas: \$150,000

#### APPENDIXES

A: GOALS AND OBJECTIVES
from the
MASTER PLAN for
HISTORIC ST. AUGUSTINE PRESERVATION BOARD
(February 26, 1976)

B: EVALUATION OBJECTIVES
for the
INTERPRETIVE PROGRAM
CASTILLO DE SAN MARCOS NATIONAL MONUMENT

C: TIME LINE OF SIGNIFICANT EVENTS

of the

HISTORY OF ST. AUGUSTINE

and the

CASTILLO DE SAN MARCOS NATIONAL MONUMENT

D: STAFFING REQUIREMENTS
for operating under this
PLAN FOR INTERPRETATION
at
CASTILLO DE SAN MARCOS NATIONAL MONUMENT

## APPENDIX A: GOALS AND OBJECTIVES FROM THE MASTER PLAN FOR THE HISTORIC ST. AUGUSTINE PRESERVATION BOARD

In response to the Legislative directive, the Board defines the following major goals to guide its actions.

#### 1. Preserve the Colonial City Plan Intact.

The colonial city plan is not only St. Augustine's oldest visible feature, but also the feature that integrates the surviving historical structures into a viable whole. While some minor modifications, such as expansion along the bayfront and the opening of Cathedral Street from St. George to Cordova, have occurred in the past, the basic integrity of the old plan remains. It should be preserved without further modification.

## 2. Preserve the City as a Living Community Reflecting the Historic Past Through its Architecture.

All surviving historic structures should be preserved, and accurately restored where necessary. Wherever feasible, historic buildings which originally stood on the site should be reconstructed when replacement or new construction is undertaken. When reconstruction is not feasible, new construction should be in the St. Augustine architectural style (see below, page 11) and should be compatible in design and scale with the Historic District. The Board recognizes that the Historic District is part of the living community of St. Augustine and that the adaptive use to which most structures will be put will necessitate compromises.

#### 3. Reserve a Portion of the City for Interpretive Orientation.

A portion of the Historic District should be designated to serve as an interpretive orientation to the historic aspects of the St. Augustine story and the colonial life of the city in relation to the history of the state and nation. (See shaded portion, map A.) The program should be of the highest quality possible in order to accurately and interestingly portray the significance and heritage of our nation's oldest city. Given this interpretive orientation, the visitor will be encouraged to see the other historic sites and buildings available to them in and around St. Augustine, and to understand how all of these fit into the total picture.

The interpretive facilities in this section of the town will be operated as a museum village — San Agustin Antiguo.

The realization of these goals will require continuing and long-range dedication, and will call for the participation and cooperation of many

agencies, organizations and individuals. The Board believes that the land-use patterns and responsibilities outlined below are most consistent with these goals within the Historic District. They closely parallel the uses delineated in the Zoning Ordinance of the City of St. Augustine.

#### Northern Section. (HP3)

The majority of the properties of the Board and its sister organization, St. Augustine Restoration Foundation, Inc., as well as those of the National Park Service, are concentrated in this area. It is selected for the development of the interpretive orientation area, for which the Board has already approved the name San Augustin Antiguo. Acquisition and development will be the cooperative responsibility of the Board and St. Augustine Restoration Foundation, Inc., with operation being the total responsibility of the Board. Closely associated adaptive uses are contemplated on properties not being used in the interpretive orientation.

Section V of this plan provides detail on developmental concepts for this area.

#### Central Section (HP2)

Much of this section is currently used for business purposes and for the foreseeable future will continue to be so used. Its future should lie in the areas of professional offices, and small retail and service businesses.

A number of historic structures, as well as the Plaza, are located in this section. Included are the Board's holdings of Government House and the Heritage House-Spanish Hospital-Watson House complex. Although the Board retains its authority to preserve, restore and reconstruct historic buildings in this area, the private sector, and other organizations, are expected to bear the main responsibility for such activities, with the cooperation of the Board.

#### Southern Section. (HP1)

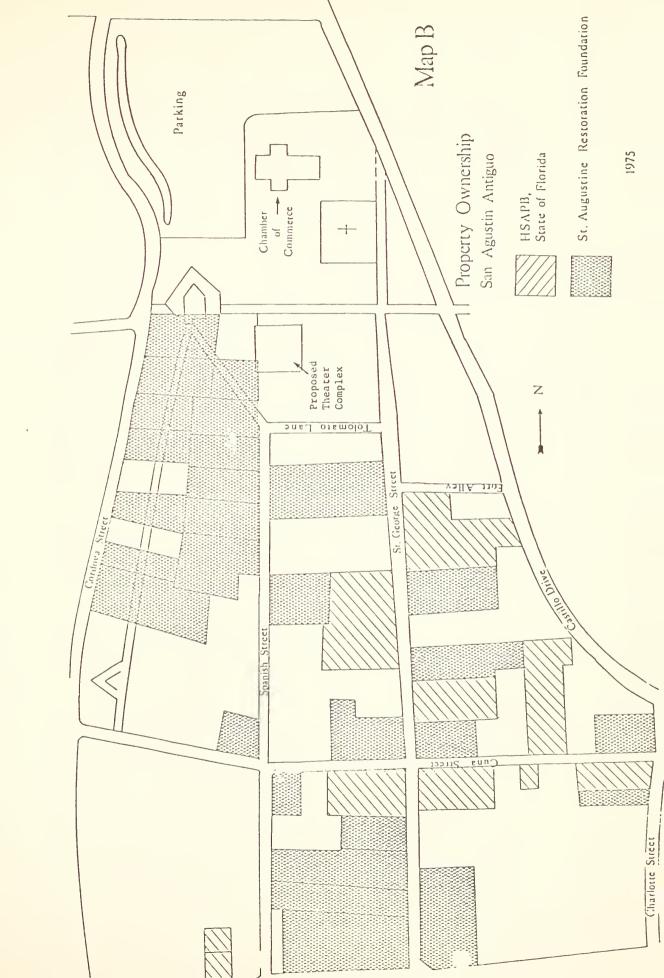
This section also contains a number of historic buildings, some of which are exhibited to the public. The basic land use in the area is residential, and should so remain. Although the Board retains its authority to preserve, restore and reconstruct historic buildings in this area, the private sector, and other organizations, are expected to bear the main responsibility for such activities, with the cooperation of the Board.

To reiterate, within the zones described above, construction should conform to the St. Augustine architectural style, which is defined in Article 4, Section 86 of the City Code as follows:

A distinctive architectural style influenced by the traditions of the Spanish, English, Minorcan and early American inhabitants as adapted to utilize available materials and meet local conditions of climate. This style is simple, functional and unpretentious. The style is described and documented in the book "The Houses of St. Augustine" by Albert Manucy, published by the St. Augustine Historical Society in 1962.

Houses were built flush with the street line, with the remainder of the front lot line enclosed by a wall or fence through which access was gained to the side yard and the house. A few doors opened directly on the street after 1763. Houses imparted a massive but well-proportioned look and were one to two and a half stories high. The most common floor plan was a simple rectangle with a loggia to the side or rear. Stairs to upper floors were of tabby (shell concrete) at or near grade, although some wooden floors set close to the ground appeared late. Wooden second floors were carried on exposed beams. Tabby or coguina walls were always plastered inside and out. White is the only color described. and was dominant well into the 19th century. Some late exterior walls were scored in ashlar pattern. Openings were generally large. Early doors were heavy and solid, the six-panel door appearing after 1763. Windows with inside shutters and protecting wooden grills (rejas) were the rule until 1763. Iron grillwork was never characteristic of Spanish St. Augustine. After 1763 double hung windows with glass panes appeared, and shutters moved to the outside. All woodwork was simple and somewhat heavy. Street balconies were common; the early forms supported by corbelled beams. Some second stories were of wood, usually clapboard. Chimneys were rare before 1763; common thereafter. Decoration and ornamentation was minimal and simple.

Before 1763 flat roofs were present, particularly on masonry houses; they were rare thereafter. Pitched roofs of both gable and hip types were commonest and were covered with thatch or wooden shingles. Tiled roofs were not characteristic of the St. Augustine style. In interpreting St. Augustine architecture as a basis for construction under this Zoning Ordinance aspects of scale, proportion, fabric and texture shall approach the historic modes insofar as possible and practical, but the rule shall be to give reasonable latitude for modifications and adaptations necessitated by modern use and convenience, both in business and residential construction.



The Historic St. Augustine Preservation Board with the cooperation and assistance of St. Augustine Restoration Foundation, Inc., will assume the responsibility for the development of the interpretive orientation area (San Agustin Antiguo) in the northern portion of the old city. The Board will assume the responsibility for the operation of this area. When structures within the area are not being used for orientation and interpretation, they may be placed in closely associated adaptive use.

In addition to assuming responsibility for the development of the interpretive orientation area, the Board maintains its authority to preserve, restore and reconstruct historic properties anywhere in the Historic District of St. Augustine and its environs.

Within the limits of capability of staff and finances, the Board will support with research and consultation other public and private efforts in preservation, restoration, reconstruction, and interpretation in the Historic District of St. Augustine, and in its environs.

The Board will seek in every way possible to maintain and strengthen its cooperative relations with all organizations, agencies, groups, and individuals concerned with its programs in any manner. Some specific relationships are enumerated below:

- 1. St. Augustine Restoration Foundation, Inc. Maintain close working relationship in the development of San Augustin Antiguo, and assist the Foundation in its proposed development of an interpretive facility outside the Historic District portraying the founding period.
- 2. Federal Programs. In particular, work with the National Park Service to achieve a common boundary with Castillo de San Marcos National Monument and to develop mutually advantageous interpretive programs. Participate in other pertinent federal programs.
- 3. State Programs. Cooperate with sister agencies within the Department of State, and with other state departments and agencies with programs related to the duties and functions of the Board.
- 4. City and County Government. Work with the two governing bodies for the preservation of our heritage. Encourage proper zoning, ordinances, and standards for this purpose, and work with the city's Historic Preservation Committee which has the responsibility of architectural review within the Historic District.

- **5. St.** Augustine Historical Society. Cooperate in all parallel program aspects, including preservation, restoration, reconstruction, research and interpretation. Aid in any possible way the growth of the research library of the Society.
- **6.** Religious Bodies. Cooperate in the preservation activities of the various churches relating to their historic properties in and near the community.
- 7. Educational Institutions. Encourage cooperative programs with colleges and universities, including research activities in the fields related to the program of the Board. Encourage academic research and teaching on St. Augustine topics. Develop educational programs to be used both on-site and off-site by elementary and secondary teachers and students.
- **8.** The Media. Cooperate with and provide information to the press, radio, film, and television, and to writers and others working on subjects related to the history of St. Augustine and its environs.
- 9. Non-profit Organizations. Cooperate with other non-profit groups concerned with St. Augustine and its history, such as the Colonial Dames, Public Library, Lightner Museum and Cross and Sword. When possible, cooperate with non-profit museums and other institutions and organizations throughout the State of Florida in presenting the St. Augustine story to the public.
- **10.** Private Efforts. Advise and cooperate with individuals, businesses and corporations interested in preserving, restoring, or reconstructing private properties in and around the Historic District.
- 11. Professional Organizations. Maintain active membership, liaison, and participation in professional organizations related to the work of the Board, such as: American Association of Museums, American Association for State and Local History, National Trust for Historic Preservation, Association for Preservation Technology, and national, regional and state societies representing the several subject matter fields involved in the program.

## APPENDIX B: EVALUATION OBJECTIVES FOR THE INTERPRETIVE PROGRAM CASTILLO DE SAN MARCOS NATIONAL MONUMENT

These evaluation objectives, distilled from the statement of Historical Significance and The Story to Be Told, should selectively be applied to interpretive media and services, to facilitate evaluation of the effectiveness of those media and services in communicating the park's story and its significance, as well as in meeting the park's broad interpretive objectives. One possible medium through which each objective might be met is identified following each evaluation objective. (See legend on page 52).

#### I. Visitors will be able to:

- A. State that St. Augustine is the oldest continuously occupied settlement in the United States. (Legend T)
- B. Compare the founding date of St. Augustine with a known event in popular U.S. history (Legend E & T)
- C. Give the following two reasons why this part of Florida was fortified:
  - 1. protection of trade route
  - to uphold Spanish dominion (Legend T,A,F & E)
- Outline the relationship between enterprises of individuals and the play for international power between Spain and France. (Legend F & P)
- E. Show how the goals of the Spanish King, the settlers and the church were unified to result in the settlement of Florida. (Legend F & P)

#### II. Visitors will be able to:

- A. State why St. Agustine fortifications were at this location.
  - 1. inlet, time
  - 2. rivalry (engagements) (Legend T,F & E)
- B. State the function and number of wooden forts from 1565 to 1672, and give examples of the factors that caused them to be built and destroyed. (Legend P & T)
- C. Relate the 1668 pirate raid, the Royal decree to build a stone fort, and the settlement of Charleston to the Viceroy's funding for construction of the Castillo. (Legend F,T & LH)
- D. List some major steps in constructing the Castillo with relation to 26 years of construction. (Legend M,T & P)
- E. Relate the number and composition of the military complement required to man the Castillo, considering the number of guns, and their other duties. (Legend M,LH & HF)

- III. Visitors will be able to illustrate how remote the Castillo is:
  - A. Compare 15-day trip via sailing vessels to Havana, and the 40-day trip to Spain, with the time it took them to drive at 50 mph from home. (Legend T,F & A)
  - B. Compare the uncertainty of arrival, and hazards expected, then and now. (Legend T & F)
  - C. Relate the soldier's need to settle outside the fortification to:
    - 1. the Royal plan for the city
    - 2. his need for security
    - 3. his feudal tradition
    - 4. his other profession or trade (Legend T,P & F)
  - D. Give examples of how craftsmen helped build the city, and helped meet the material needs of the soldiers and other citizens. (Legend P.T.F.HF & LH)
  - E. Describe the sources of laborers and the activities performed by them. (Legend T & P)

#### IV. Visitors will be able to:

- A. Identify the three main countries that governed Florida. (Legend T,F & E)
  - State the conditions that led Spain to cede Florida to Britain. (Legend T,P & F)
  - 2. Identify structural changes made by the British, and some reasons why. (Legend T)
  - Tell how St. Augustine served as a military base of operations during the American Revolution, and served as a refuge for Loyalists, and as a prison for Americans. (Legend LH & HF)
- B. State the conditions that led to Britain ceding Florida to Spain. (Legend T.P & F)
- C. Identify structural changes (Cubo Line and City Gate) made by Spain, and give some reasons why. (Reconstruction and original construction)
- D. Relate global and domestic events that led Spain to cede Florida to the United States. (Legend T,F & P)
- E. Give three reasons why Spain no longer found it advantageous to occupy Florida.
  - 1. increasing American pressure
  - 2. economic restraints associated with carrying out wars on other fronts.
  - 3. trade route had lost its importance. (Legend T,P & F)

#### V. Visitors will be able to:

- A. Connect three periods in the 19th Century with the fates of three Indian groups Seminole, Plains Indians, and Chiricahua Apaches. (Legend P,T & LH)
- B. Name the Castillo as the starting point for Captain Pratt's educational efforts to bring Plains Indians into the main-stream of American life. (Legend P,LH & HF)
- C. Identify the Castillo as a unit of the National Park System. (Uniformed employees) (Legend T & F)
- D. Recall that the fort withstood two sieges.

#### LEGEND:

A — Audio LH — Living history

E — Exhibit room M — model

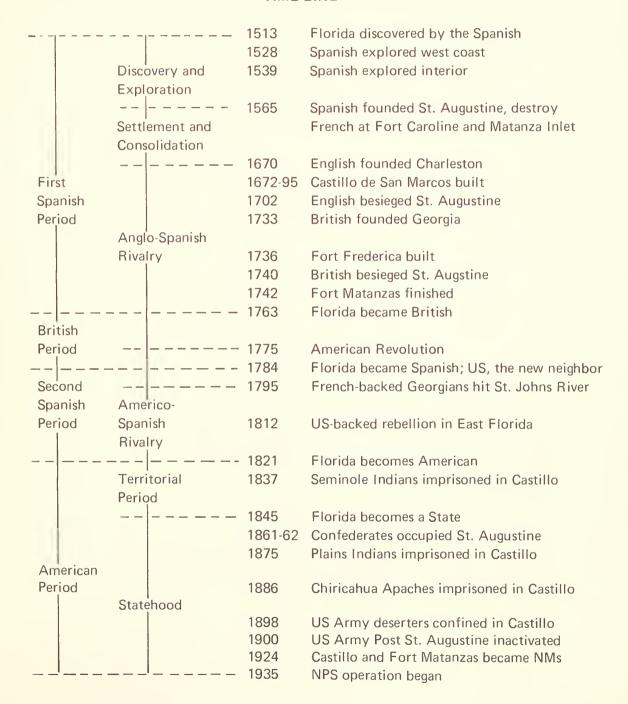
F — Film N — Night orientation

HF — Historic furnishings P — Publications

T — Tours

# APPENDIX C: TIME LINE OF SIGNIFICANT EVENTS OF THE HISTORY OF ST. AUGUSTINE AND THE CASTILLO DE SAN MARCOS NATIONAL MONUMENT

#### TIME LINE



## APPENDIX D: STAFFING REQUIREMENTS FOR OPERATING UNDER THIS PLAN FOR INTERPRETATION AT CASTILLO DE SAN MARCOS NATIONAL MONUMENT

#### STAFFING REQUIREMENTS

Castillo de San Marcos is open every day of the year except Christmas.

Throughout the winter months, the park is open from 8:30 a.m. to 5:15 p.m. From the first week in June through Labor Day its hours are 8:00 a.m. to 6:45 p.m.

During 1975 there were 297 visitor-days to 1 interpretive-employee-day. To meet the interpretive objectives of this plan, this ratio should be reduced and the interpretive programs of the park should be staffed full time as follows:

| Function                  | Man-Years |       |
|---------------------------|-----------|-------|
|                           | Permanent | Other |
| Chief, I&RM               | 1         |       |
| Interpretive specialist   | 1         |       |
| Park technician           |           |       |
| (traditional uniform)     | 7         | 3     |
| Park technician           |           |       |
| (living-history clothing) | 9         | 4     |
| Total                     | 18        | 7     |

The priority for staffing for living-history demonstrations is as follows: sallyport, casemate 1, casemate 9, terreplein, casemates 28 and 29, casemate 21, casemate 12, and casemate 17.

A National Park Service uniformed interpretive specialist should be on hand at the district office within the Castillo. He will schedule tours and demonstrations and coordinate the interpretive operation of the Castillo. He will be an active on-site manager, overseeing all phases of the program, anticipating and meeting crises. He will act as the official representative of the Service to all visitors.

Because of the way that the histories of Castillo and Forts Caroline, Frederica, and Matanzas interrelate — and because many visitors will be touring all four areas — the interpretive staff at each site should have a good understanding of the interrelated histories of Spanish/French/English activities in the area and the interpretive programs being presented at the other sites. A brief exchange of personnel and ideas would ensure that these programs were complementary.

It would be advantageous if some of the staff had a working knowledge of the Spanish language.

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As the nation's principal conservation agency, the Department of the Interior has basic responsibilities to protect and conserve our land and water, energy and minerals, fish and wildlife, parks and recreation areas, and to ensure the wise use of all these resources. The department also has major responsibility for American Indian reservation communities and for people who live in island territories under U.S. administration.

